

EXECUTIVE SUMMARY

ICA

**AS REQUIRED FOR THE
REQUEST FOR PROPOSALS
TO PROVIDE A
REST AREA AND WELCOME CENTER MANAGEMENT PROGRAM**

GEORGIA DEPARTMENT OF TRANSPORTATION

RFP 484-SP02P3-2014

ISSUE DATE: JULY 1, 2014

ADDENDUM 1 ISSUE DATE: JULY 22, 2014

PROPOSAL DUE DATE: AUGUST 1, 2014, 2:00 PM

**Georgia Department of Transportation
One Georgia Center
600 West Peachtree Street, NW
Atlanta, Georgia 30308**

5.1.1 Executive Summary

It is with great enthusiasm that Infrastructure Corporation of America (ICA) submits to the Georgia Department of Transportation this proposal to perform Rest Area and Welcome Center Management for RFP 484-SP02P3-2014. ICA is aware of the great innovation involved in preparing this project, and we are excited to help Georgia continue the tradition of excellence in its rest areas and to subsidize the cost of care through a thoughtful facilities sponsorship program. ICA is committed to delivering a veteran team of highly skilled management, engineering, financial, maintenance, and marketing professionals that possess the direct experience necessary to deliver the superior quality that the Department and Georgia residents and visitors demand.

The lifelong experience of ICA's principals and management team has taught ICA one simple lesson: successful asset management depends on creating a partnership with the customer. A partnership means the following:

- Partners have a common vision and goals;
- Partners have a long-term commitment to each other;
- Partners have strong communication based on mutual respect and trust;
- Partners have the capabilities and experience that guarantee success.

Our first goal will be to demonstrate responsiveness to the customer. It has been an ICA trademark that its employees, from its president to its maintenance crews, respond instantly to customer requests and issues. ICA focuses on synergies gained by working together to achieve the best possible results. Our professionals are empowered to leverage all resources of ICA, crossing geographic and organization boundaries, to deliver on our commitments and provide world class client service. We have received numerous commendations from the traveling public as well as DOT officials regarding ICA's responsiveness and attentiveness to the users of both the roadway and its related facilities. This responsiveness assists GDOT in ensuring a safe environment for the traveling public with minimal service issues.

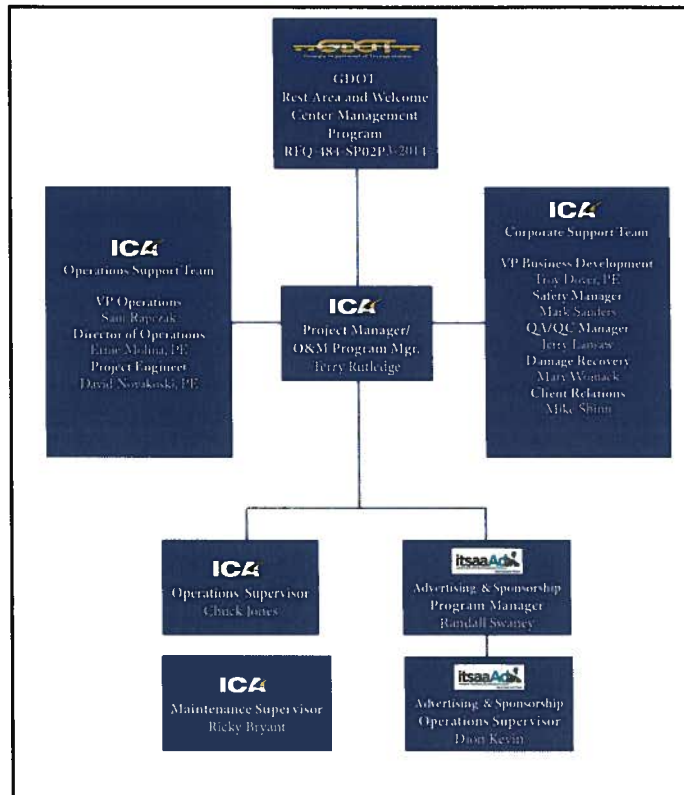
Second, ICA is committed to quality service. Quality service means that the rest areas are consistently clean, safe, aesthetically appealing and inviting to the traveler while at the same time the asset conditions are maintained and improved. Quality service is played out day-by-day, individual-by-individual. ICA's professionals, without exception, have experience in delivering facility ratings in excess of the contract requirements. These ratings are no accident, but rather a result of three things: previous experience, comprehensive management systems and intensive training. ICA's management systems and technology are second to none in the asset management field. Both formal and informal basis training is performed by ICA on a daily basis. This training takes place not only at the beginning of an employee's journey with ICA, but it also permeates the work environment as part of daily personnel interactions.

Finally, ICA sets high measures for cost effectiveness and innovation. This goal, while secondary to customer responsiveness and quality service, is nonetheless critical to the success of asset management. Within its current asset management work, ICA will strive to significant cost savings over the life of the project. To achieve this goal, ICA uses its flexibility to try different approaches and ideas, utilizes proven practices in different ways and applies an investment/life-cycle cost approach to routine maintenance.

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ICA's Commitment to Provide the Specified People

ICA is committed to staffing this project according to the requirements explained in the scope included in the RFP of this project. ICA will always use staff and subcontractors that are best suited to the tasks for which they were hired.



Operations and Maintenance Plan

ICA understands that it will provide all labor and incidentals necessary to perform the custodial and landscape maintenance services for GDOT's rest area and welcome center facilities to comply with the specifications outlined in *Attachment 6: Custodial Specifications and Requirements* and *Attachment 7: Landscape Specifications and Requirements*. Either through in-house staff or subcontractor, ICA will provide qualified custodial staff to maintain the facilities and grounds for this project. We will ensure that all personnel working on this project are trained to do the job correctly and safely. We will care for the facilities for this contract as though we own them and make Georgia citizens proud of these valuable assets. ICA will perform regular quality inspections and actively supervise field crews to review our performance. We will perform our duties with a focus on customer service, for both visitors and the Department. ICA has proven itself to be capable of taking on new projects and staffing these projects with knowledgeable, well trained, and equipped personnel to "hit the ground running" on each new contract. ICA will approach this project by drawing upon the best in the asset maintenance industry, including some of our highest performing managers and maintenance experts.

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Marketing Plan

ICA's subsidiary ITSAA will manage the facilities advertising and sponsorship program. ITSAA is already performing this role for our rest area sponsorship and advertising programs in Arizona and Missouri. ITSAA typically pursues national advertisers to serve as mainline sponsor for DOT facilities. ITSAA's knowledge of and relationships with national advertisers allow it to coordinate sponsorship across multiple state programs wherever possible. ICA recognizes that a principal goal for GDOT is to use innovation to maximize revenue with a comprehensive program. **Therefore, any proposal limited only to mainline sponsorship fails to capture the full potential of the opportunity presented by the FHWA policy directive.** As result, ICA will seek advertisers for kiosks and several display types within the facility and its grounds, keeping compliant with the FHWA policy.

Satisfying the DBE Goals of the Project

ICA has been fortunate over the years to form relationships several productive and high performing subcontractors, including numerous DBEs. We have leveraged our experience in finding qualified DBE contractors, and we have already formed a relationship with Professional Pros Janitorial Services out of Stockbridge, GA. ICA will subcontract Professional Pros Janitorial Services to provide 25% of the custodial services required by this contract. Professional Pros Janitorial Services' DBE information is below:

Vendor Number: 00000000012914

Certification Type: Disadvantaged Business Enterprise (DBE)

NAICS: 56172

In addition, we will use an outreach program to solicit other small and minority contractors when needed to help meet the DBE goals for this project. We will work with small contractors to help develop the local contractor base as needed to help establish certified contractors for work on the project. ICA will recognize contractor performance and will strive to maintain a positive and productive relationship with our contractor base.

We are committed to assisting the Department in meeting the availability target of 8.25% for Disadvantaged Businesses participation and will take necessary and reasonable steps to ensure that disadvantaged businesses are given a fair and reasonable opportunity to compete for and perform a portion of the work included in this project. ICA will reach out to additional disadvantaged firms identified on the GDOT qualified vendor list for this region to solicit their interest in working on this contract as needed to help meet the availability target for this area.

Safety and Traffic Management During Sign Installation

ICA understands there is nothing more important in this contract than the correct and "SAFE" application of maintenance of traffic (MOT). Proper MOT is not only important to protect our most valuable resource, our employees, but also for the safety of the traveling public. ICA fully understands the importance of MOT and will not take it lightly. Our project manager, Terry Rutledge, is a National Safety Council certified MOT instructor and will provide ongoing training in MOT best practices to staff working at the facilities.

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The ICA Team will comply with the latest closure policies for the project limits with an emphasis on safety and consistency. We have over a decade of experience providing MOT and scheduling lane closures on our roadway projects for emergencies, routine maintenance, and repair activities. We are very familiar with all advanced notice protocols and have been commended often in the past on several of our projects for our communication and coordination efforts. Our goal will be to always provide safe travel for motorists and pedestrians in the project area. As such, MOT will be deployed during incidents and routine maintenance activities to provide safe passage during times where hazards are present. Field staff will be trained to properly deploy MOT devices and to conduct themselves in a manner that complies with GDOT policies, ensures safety, and ensures their own personal safety.

Public Information Plan

ICA understands the potential for significant public interest and feedback during the course of the project. Our community outreach plan will incorporate the guidelines of GDOT's best practices for awareness plans and will build awareness of our project responsibility through working closely with the Department's Office of Communication. ICA will provide notifications about closures to the Department in advance and assist in increasing the community's awareness and the benefits of this important GDOT project. Part of our community outreach plan will create awareness of ICA's responsibilities throughout the project area and disseminate information about how the traveling public can contact ICA to make a customer service request.

Environmental Compliance for Valdosta Welcome Center

ICA is sensitive to the environmental needs of all its projects. ICA leadership and staff will support GDOT's efforts in fulfilling the GEPA process and environmental commitments pertaining to the Valdosta Welcome Center. We will implement a well-defined plan of action that includes having a qualified archeologist on site to monitor any instances where the soil must be disturbed. The action plan will also include defined actions for stopping work and notifying all interested parties should the archeologist make a discovery during work.